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Report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-fourth session on the in-depth evaluation of the programme on public administration, finance and development

Summary

The present report of the Office of Internal Oversight Services (OIOS) is submitted in accordance with the decision taken by the Committee for Programme and Coordination at its twenty-second session to review the implementation of its recommendations three years after taking decisions on an in-depth evaluation.

This triennial review concludes that the Division for Public Administration and Development Management in the Department of Economic and Social Affairs has taken adequate measures towards implementing the Committee's recommendations on the in-depth evaluation of the programme on public administration, finance and development. In the past three years, the Division has undertaken important steps to reduce its scope and to focus on priority themes of public administration, a process that was endorsed by the Committee of Experts on Public Administration at its fifth session in 2006. In the area of public financial management, the Division re-centred its scope on new and specific themes and introduced a programme on citizen engagement in public accountability and participatory audit.

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Regarding collaboration within the Division, efforts have been made to enhance cooperation between branches and to strengthen linkages and synergies in the Division by increasingly organizing its work on cross-cutting themes and functions. Partnerships with United Nations entities have also been enhanced during the past three years.

The Division has been very active in collecting, evaluating and disseminating best practices in the various fields of its work. One notable example of these initiatives is the United Nations Public Service Awards, for which the Division has developed a comprehensive set of tools. The Division has also started to produce various publications on best practices in public administration.

The Division has elaborated and strengthened its web portal, the United Nations Online Network in Public Administration and Finance (UNPAN), which has become an indispensable tool for disseminating the Division's work and knowledge. The Division has also developed an information strategy for reaching those most interested in its outputs. Further, with the Division Intranet and the development of an internal information strategy, the Division has taken steps to strengthen internal information sharing.

While OIOS notes progress in respect to the implementation of the recommendations of the Committee for Programme and Coordination, a few points continue to warrant attention. These include the support to public finance management work, especially surrounding the scope of work and the financial resources allocated to the Financing for Development Office; the internal use and updating of UNPAN; and intra-divisional cooperation to enhance linkages across branches, functions and themes.

I. Introduction

1. At its forty-fourth session, in 2004, the Committee for Programme and Coordination considered the report of the Office of Internal Oversight Services (OIOS) on the in-depth evaluation of the programme on public administration, finance and development (E/AC.51/2004/3). In its report to the General Assembly,[1] the Committee endorsed recommendations 1 to 8 contained in the OIOS report.

2. The present report is a triennial review of those recommendations, and describes the extent to which they have been implemented by the Division for Public Administration and Development Management, the Secretariat entity responsible for implementing subprogramme 8 on Public administration, finance and development. This Division is located in the Department of Economic and Social Affairs. The report does not assess overall administrative management of the Division. The Department reviewed the draft report and did not have any comments.

3. Through its public administration programme, created in 1948, the United Nations assists Member States in their efforts to strengthen, improve and reform their governance systems and administrative institutions. In recent years, the programme has evolved into a wide range of normative, analytical and operational activities. In 2003, it received additional capacity to address a broad range of public governance issues, including substantive support to national institutions in the social and economic governance areas. Capacity was also assigned to the Financing for Development Office in the Department of Economic and Social Affairs, created in early 2003 as a secretariat for the International Conference on Financing for Development.

4. The following four data collection methods were used to conduct this triennial review: (a) information provided by the Division on the progress made in implementing the recommendations of the in-depth evaluation, a process monitored twice a year by OIOS since issuance of the in-depth evaluation in 2004; (b) consultations in June and July 2005 with Division staff; (c) six interviews held in November and December 2006 with staff of the Division and of the Financing for Development Office; and (d) a survey carried out in January 2007 of members of the Committee of Experts on Public Administration.[2] A draft of the report was made available for review to the Division and to the Financing for Development Office.

II. Findings

Recommendation 1
Rationalizing the scope and focus of the Division

Given its existing capacity, within the broad theme of strengthening governance systems and institutions for social development and poverty reduction, the Division for Public Administration and Development Management should identify a few critical areas where it can have an impact. This process should be based on the following criteria: (a) the

[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 16* (A/59/16), paras. 400-409.

[2] The survey was conducted in January 2007. Out of 24 current members and 10 former members, a total of 8 responded.

Division's comparative advantage vis-à-vis other United Nations entities taking into account their respective mandates and substantive expertise; (b) an analysis of Member States' specific client groups that would benefit from the advisory and technical assistance services provided by the Division; and (c) a review of the relative usefulness of products and services based on existing assessments. This process should be concluded by the end of 2004 in order for these areas of focus to be reflected in the proposed programme budget for the biennium 2006-2007.

5. The Division has reduced the number of critical substantive areas it focuses on into four priority themes. This began in 2003, when the Division started to reorganize itself into three new functional and administrative branches, interlinking analytical and substantive work with technical cooperation, information-sharing and networking.[3] In its fourth session in 2005, the Committee of Experts on Public Administration welcomed this structure, but underlined the need for greater cross-branch integration of public administration topics. In response to this, the Division decided to further concentrate its activities into four substantive areas, all of which are addressed by multiple branches: (a) post-conflict reconstruction of governance and public administration systems; (b) participatory governance; (c) capacity-building and promotion of professionalism and ethics in the public sector; and (d) information and communications technology for development. This was endorsed by the Committee in its fifth session in March 2006.[4] Within each of these four substantive areas, the Division additionally prioritizes "emerging issues". These include, for example, judicial and legislative administration, revenue administration, budgeting and e-governance.

6. Although the three branches focus on fewer substantive areas, the work programme of all branches occasionally addresses additional areas in order to deal with emerging issues.[5] Also, the Division continues to provide a broad variety of services, comprising advisory services, analytical research, advocacy and normative work, all interrelated with additional aspects of public administration. Committee of Experts survey respondents generally agreed that the Division had started to concentrate on fewer substantive areas. They considered participatory governance and information technology development to be the best integrated areas, while they believed that capacity-building, promotion of professionalism and ethics in the public sector, especially post-conflict management, were still somewhat less incorporated.

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[3] The three branches are: (a) the Governance and Public Administration Branch; (b) the Socio-Economic Governance and Management Branch; and (c) the Knowledge Management Branch, including the Public Administration Networking Unit.

[4] *Official Records of the Economic and Social Council, 2006, Supplement No. 24* (E/2006/44).

[5] These additional areas are: (a) Governance and Public Administration Branch: innovation in governance and public administration, post-conflict reconstruction of governance and public administration, human resources management and integrity, accountability and ethics; (b) Socio-Economic Governance and Management Branch: capacity-building of socio-economic institutions, tools, techniques and strategies for achieving the Millennium Development Goals, strengthening and mainstreaming social capital, public finance, countries in conflict, or emerging from conflict and training activities; and (c) Knowledge Management Branch and the Public Information Networking Unit: Government in Information Society, including information and communications technology in promoting knowledge-based government for development, United Nations Online Network in Public Administration and Finance and promote the sharing of knowledge via information and communications technologies in sound public policies.

7. The Division's substantive expertise is increasingly based on its comparative advantages, especially in relation to the United Nations Development Programme (UNDP). The Division is cooperating with UNDP, according to the general compact between the Department of Economic and Social Affairs and UNDP,[6] which recognizes the special responsibilities both entities have in development and how their roles are mutually reinforced. A more specific partnership agreement in the area of governance and public sector management[7] underlines this mutual support and efforts to eliminate duplication. Furthermore, both entities consult one another on initiatives and technical assistance activities. The current cooperation between the Division and UNDP is based on the understanding that UNDP focuses on democratic governance, including institutional aspects of governance, human rights and civil society strengthening, while the Division concentrates on aspects of the public sector, including public economics, administration and financial management matters.

8. OIOS considers this recommendation implemented. At the same time, OIOS would encourage the Division to continue its efforts to better focus its work programme.

Recommendation 2
Support to international cooperation in tax matters in the Financing for Development Office

The Department of Economic and Social Affairs should ensure that the work on international cooperation in tax matters and support to Governments in this area are given appropriate focus and support within the Financing for Development Office.

9. In early 2003, the Financing for Development Office was established as a separate office to implement a new subprogramme on financing for development. While the Office's main task is to serve as the standing secretariat for following up on the intergovernmental process for financing for development as a result of the Monterrey Consensus of the International Conference on Financing for Development, it also took over from the Division the support function for the Ad Hoc Group of Experts on International Cooperation in Tax Matters. In its resolution 2004/69, the Economic and Social Council called for strengthening international tax cooperation and renamed the Ad Hoc Group of Experts the Committee of Experts on International Cooperation in Tax Matters. This change further involved a renewed organizational structure and a more important role of the Committee: to promote international tax cooperation among national tax authorities and to provide recommendations to developing and transitional countries regarding capacity-building and technical assistance.[8]

10. As a consequence, the work scope of the Financing for Development Office has been expanded beyond policy issues to include matters of technical cooperation with national tax authorities. With an additional P-5 post filled in December 2006, the Office currently assigns two Professional staff to international cooperation in tax matters. However, no transfer of additional non-post resources has been noted

[6] Valid since 1999 and further detailed in March 2002.

[7] Between UNDP/Bureau for Development Policy (formerly the Management Development and Governance Division) and the Department of Economic and Social Affairs.

[8] See *Official Records of the Economic and Social Council, 2005, Supplement No. 25* (E/2005/45).

during the biennium 2006-2007. With respect to taxation matters, the Financing for Development Office has an expanded mandate but few resources for capacity-building activities. For example, an initiative by the Committee of Experts to organize the first training workshop for tax officers of developing countries, to be hosted by the Government of Viet Nam, could not be organized in 2006 owing to budgetary constraints.

11. OIOS considers this recommendation implemented. However, OIOS suggests that the Department of Economic and Social Affairs consider further enhancing the resources provided for support to the Ad Hoc Group of Experts on International Cooperation in Tax Matters (see also recommendation 3).

Recommendation 3
Support to public finance management work in the Division

The Division should allocate adequate resources to work in public finance management to allow for a more effective delivery of analytical and operational outputs in that area.

12. As noted in paragraph 5, the Division has undertaken efforts to better focus its work in the area of public financial management. While the Division's support in public expenditure management before the creation of the Financing for Development Office comprised both audit and tax administration, the Division now concentrates only on: (a) participatory public finance, including new modalities for the participation of citizens in public finance processes, e.g., participatory budgeting, people-budgeting and pro-poor-budgeting; and (b) auditing, including ethics and social audits.

13. The Division recently introduced a programme on citizen engagement in public accountability and participatory audit and sponsored an expert group meeting on "Auditing for Social Change" in May 2005.[9] Furthermore, in partnership with the International Budget Project, the Division organized a dialogue for citizen engagement in monitoring public accountability in Manila in November 2006. These initiatives marked the first time that the United Nations has provided a forum in which civil society organizations involved in public accountability held bilateral discussions with Government audit officials and supreme audit institutions.

14. All issues related to international taxation and revenue have been transferred to the Financing for Development Office. In this regard, the scope of the Division on public financial management matters has narrowed. However, OIOS has two concerns regarding resources for public financial management issues. First, as new topics arise, OIOS questions whether two Professional staff within the Socio-Economic Governance and Management Branch plus one audit expert in the Governance and Public Administration Branch will be sufficient to address the topics. Second, both the Division and the Financing for Development Office agree that the latter's work scope has become wider, namely by combining taxation matters and questions of financing for development, and that additional resources may be needed.

[9] Expert Group Meeting/Capacity Development Workshop on "Auditing for Social Change", Sixth Global Forum on Reinventing Government: Towards Participatory and Transparent Governance, 26 and 27 May 2007, Seoul (ST/ESA/PAD/SSER.E/75).

15. OIOS considers this recommendation implemented. OIOS suggests that the Department of Economic and Social Affairs more clearly define the work scope of the Financing for Development Office in the field of public financial management in order to avoid duplication between the Division and the Office, as well as to strengthen their cooperation on public finance matters. It also suggests that the Department of Economic and Social Affairs consider financial resources when further clarifying the work scope.

Recommendation 4
Enhancing the repertoire of best practices

Given the importance attached by the Committee of Experts on Public Administration to best practices, the Division should develop standard methodologies for identifying and compiling best practices in public administration.

16. The Division has been developing its initiatives to collect, evaluate and disseminate best practices in the various fields of its work. One major initiative was the ad hoc expert group meeting it sponsored on methodologies for the transfer of best practices in governance and public administration in June 2005 in Tunis. At this meeting, experts from 20 countries discussed the approaches and methodologies that are appropriate to knowledge transfer surrounding innovations in governance and public administration. In 2006, an expert from the Kennedy School of Government of Harvard University conducted a two-day training workshop for all Professional staff in the Division on how to write case studies for public policy/public administration.

17. One notable example of the Division's work in compiling best practices is the United Nations Public Service Awards. Annually organized by the Division, celebrated at United Nations Headquarters on 23 June and designated by the General Assembly in its resolution 57/277 as United Nations Public Service Day, the Awards programme solicits nominations from public-sector actors for innovative reforms and best practices in public administration worldwide. With the Awards, the Division promotes the role, professionalism and visibility of public service. The Division has developed a set of tools for managing the Awards: (a) a new, more user-friendly website on the United Nations Online Network in Public Administration and Finance (UNPAN); (b) a new database facilitating online applications; (c) a newsletter dedicated to the Awards, published shortly after the event; (d) a follow-up questionnaire for past winners' experiences; and (e) a new brochure to promote the Awards.

18. In addition, the Division compiles best practices in particular fields of public administration. The Knowledge Management Branch in 2005/06 published two versions of the Compendium of Innovative E-government Practices (see ST/ESA/PAD/SER.E/96), presenting cases of innovative e-government solutions, services and products from all geographical regions of the world in order to promote knowledge sharing. Furthermore, the Socio-Economic Governance and Management Branch collects case studies on innovation in the Mediterranean region (the Programme for Innovation in Public Administration in the Euro-Mediterranean Region (InnovMed)) in order to promote the dissemination and transfer of innovations in public administration in the 16 countries of the Euro-Mediterranean

area.[10] UNPAN also plays a crucial role in collecting and disseminating best practices (see paras. 26-28 below).

19. The Division's work on best practices fulfils the recommendations of the Committee of Experts on Public Administration at its fifth session,[11] by which it advised the secretariat to facilitate innovations in governance for Member States by: (a) maximizing the use of UNPAN; (b) conducting research on innovations in governance; (c) preparing case studies; (d) documenting and disseminating knowledge on innovations; and (e) providing leadership capacity-building programmes on innovations. The General Assembly, in its resolution 59/55, stressed the importance of the United Nations Public Service Day and the United Nations Public Service Awards and requested the Secretary-General to continue to facilitate, through UNPAN, the dissemination of valuable practices in public administration.

20. OIOS considers this recommendation fully implemented.

Recommendation 5
Developing an information strategy

The Division should develop an information strategy to publicize more effectively its initiatives on public administration. The primary target of this strategy should be national policymakers. Part of the strategy should be to develop a worldwide database of national policymakers who would be interested in the Division's outputs. The strategy should also identify potential users in such groups as international organizations.

21. The Division has established an internal information strategy that more effectively frames its efforts in publicizing its public administration activities. Developed by the Division during its 2003 and 2005 retreats, the strategy contains detailed provisions regarding staff responsibilities and activities for entering information into UNPAN and the Intranet on all divisional activities, including conferences, advisory services and publications (see also recommendation 7).

22. The Division has continued to identify and update national focal points, mainly in ministries, for its public administration initiatives. Monthly news alerts are sent to registered UNPAN users, comprising Member States and the general public. In recent years, the number of contacts on the distribution list increased from 3,500 registered users in 2004 to 4,432 users currently.

23. The Division also publicizes its work to external partners through UNPAN, including newsletters on public administration. In addition to the continuous information provided on UNPAN, new publications of the Division are launched during important events. The *World Public Sector Report 2005* (ST/ESA/PAD/SER.E/63), for example, was presented during the Sixth Global Forum on Reinventing Government, held in Seoul in May 2005.

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[10] *Innovations in Governance and Public Administration: Replicating What Works* (ESA/PAD/SER.E/72); and "Innovations in Governance in the Mediterranean Region: Making Governments Work better in North Africa, the Middle East, and Western Balkans" (see http://unpan1.un.org/intradoc/groups/public/documents/un/unpan024894.pdf).

[11] *Official Records of the Economic and Social Council, 2006, Supplement No. 24* (E/2006/44), chap. III, para. 16.

24. OIOS considers this recommendation implemented.

Recommendation 6
Enhancing the United Nations Online Network in Public Administration and Finance

(a) The Division and the Economic and Social Commission for Asia and the Pacific should take effective steps in establishing working-level contacts to serve as a focal point to input information related to public administration in the UNPAN system;

(b) UNPAN demand-driven content should be further developed, particularly in relation to best practices;

(c) Information management, including inputting data in the UNPAN database and regularly using the resources offered by UNPAN, should be better integrated in the work of all branches of the Division, at all levels.

Working contacts with the Economic and Social Commission for Asia and the Pacific

25. The Division has made concerted efforts to establish working-level contacts at the Economic and Social Commission for Asia and the Pacific (ESCAP), and has identified the Commission's Poverty and Development Division as a focal point for UNPAN. A representative of ESCAP participated in the Sixth Interregional Consultative Meeting of UNPAN in Shanghai, China, in 2005 and two focal points of ESCAP were trained by the Division on the use of the UNPAN management system via teleconferencing. Although ESCAP has only posted one document on UNPAN, its partners [12] contribute to it regularly. Discussions on the further involvement of ESCAP in UNPAN underscore that public administration, which is the UNPAN focus, is not an explicit part of the ESCAP work programme. Although a stronger relationship between the Division and ESCAP regarding public administration matters and UNPAN would be desirable,[13] cooperation between the Division and ESCAP on UNPAN will remain limited as long as public administration is not part of the ESCAP work programme.

Demand-driven content on the United Nations Online Network in Public Administration and Finance

26. The Division has taken several steps in the past three years to make UNPAN more demand-driven. First, since it was launched in 2001, UNPAN has been evaluated by its users. User questionnaires are generally filled out monthly and the relevant branch of the Division analyses all responses on a semi-annual basis. Evaluation forms are available on the web portal to evaluate all major categories of divisional outputs, such as publications, expert groups meetings, training workshops

[12] These include CITYNET, a network of local authorities in Asia and the Pacific, and the Network of Local Government Training and Research Institutes (LOGOTRI).

[13] According to the most recent UNPAN user survey covering the period from January to December 2006, 30 per cent of UNPAN users mention Asia and the Pacific as the region of highest interest, followed by Africa (17 per cent, Latin America and the Caribbean (14 per cent), and Europe (13 per cent).

and technical projects. Through monthly progress monitoring reports and help desk services addressed to both the Division itself and UNPAN members, the Division keeps working on improving and changing UNPAN.

27. The Division provides online and offline desk services to UNPAN users on all requests. Generally, the Knowledge Management Branch, in charge of managing UNPAN, replies to all queries within 24 hours. In addition, the Division has made available several training manuals and tools, all facilitating the direct participation of members to upload their information on UNPAN.

28. With regard to best practices, the research database on UNPAN allows search by content type and has categorized "best practices" as one such content type. However, not all relevant information on best practices can be found easily by the user. Many resources are still not included in the directory of the database and can therefore not be found through the research function on the website. Other documents are only posted on specific websites, such as the website on the United Nations Public Service Awards, and are not linked to the research function of UNPAN, therefore making it difficult for users to find.

Information management

29. An internal strategy for information management was developed by the Division during its 2003 and 2005 retreats, and a Division task force in 2005 for the topic included representatives of all branches. The strategy contains general provisions, including a request that all staff enter contact data of the experts of their respective areas into the UNPAN experts directory, and that all inputs are monitored and reported to the Director/Branch Chief on a regular basis. It further identifies specific tasks and responsible parties for information sharing.

30. In addition to the web portal, an Intranet serves as an internal Division-wide information management tool. According to the strategy for information management, all staff members should be able to post publications and contacts on the Intranet, which is also accessible from home. Overall, the Intranet represents an important step forward within the Division towards more institutionalized information sharing. On the other hand, it is not yet used as extensively as it could be by all Division staff. The monthly progress reports on the implementation of UNPAN show, for example, that document management and uploads remain largely concentrated within just one branch.

31. While Division staff, Committee of Expert members and users believe that UNPAN is among the most useful provider of resources on public administration worldwide today, there are several criticisms on the general presentation and functioning of UNPAN. The user surveys carried out by the Division annually since 2002 show that the organization and layout are considered less efficient: while in 2002 81 per cent of the users rated the organization/layout as "good" or "excellent", the 2006 survey shows that only 11 per cent rated it as highly.[14] Furthermore, one third of survey respondents suggested that UNPAN concentrate on fewer critical topics on the web portal and another third proposed that it become more strategic. Therefore, it might be useful to further enhance UNPAN layout and presentation

[14] Results of two UNPAN Online users' surveys, one from 1 January to 31 December 2006 and the other 28 May to 14 November 2002.

aspects, such as the use of summaries and graphics, in order to strengthen information management.

32. OIOS considers this recommendation implemented. However, OIOS encourages further use of UNPAN and the Division Intranet by all three branches.

Recommendation 7
Enhancing linkages and synergies between functions and across themes

To increase synergies between the functions and across the various themes handled by the Division, management should take the following steps: (a) make cross-linkages between functions and themes a programming priority; (b) formulate products and outputs that would draw from the Division different functions; and (c) organize teams with the proper mix of skills to support these cross-dimensional products.

33. The Division has taken various steps to increase synergies between its branches. A retreat focusing mainly on this topic was organized on 28 April 2005. At the retreat, concrete recommendations to enhance inter-branch linkages were formulated. These included: (a) establishing criteria to identify divisional products and services; (b) addressing administrative and financial implications for inter-branch and interdivisional collaboration; (c) improving information sharing within the Division; and (d) establishing a system of greater coordination between chiefs of branches through regular consultations.

Making cross linkages between functions and themes a programming priority

34. Since January 2006, the Division has been operating on the basis of nine thematic clusters. Furthermore, all three branches assign a staff member to cross-cutting thematic discussion networks. Division staff report having inter-branch task forces to carry out activities in the priority areas of the Division. The task force on the evaluation of nomination for the United Nations Public Service Awards, for example, comprises representatives of all branches and the Office of the Director.

35. Senior representatives, mainly branch chiefs and the Director, regularly meet as a divisional management team. While primarily discussing current activities, these meetings also serve to review the implementation of the divisional work programme and identify thematic and functional linkages between responsible units.

Formulating products and outputs that would draw from the Division different functions

Organizing teams with the proper mix of skills to support these cross-dimensional products

36. One recommendation of the divisional retreat in April 2005 was to establish criteria to identify Division-wide products and services. The Division's main activities can be categorized as: (a) providing substantive support to intergovernmental dialogue, i.e., normative activities; (b) developing concepts, methodologies, guidelines and production of analytical research and publications, i.e., analytical activities; and (c) providing technical cooperation activities, including advocacy and promotion of innovation in public administration.

37. The Division is also currently producing outputs and providing services that are based on cross-cutting divisional functions and that require cross-branch skills. For example, the *World Public Sector Report*, an analytical tool on major trends in

public administration worldwide produced by the Division biennially, garners contributions from all branches and focuses on cross-cutting themes. In 2005, this report focused on human resources management, and the publication in 2007 will concentrate on participatory governance and partnerships. Another flagship output requiring cooperation across the branches are the United Nations Public Service Awards. Although these are mainly administered by the Governance and Public Administration Branch, logistical and analytical issues are dealt with by all branches. Similarly, most conferences, such as the International Conference on Engaging Communities, held in Brisbane, Australia, in August 2005, or the Sixth Global Forum on Reinventing Government, held in Seoul in May 2005, are jointly organized by the branches.

38. OIOS considers this recommendation implemented, but recommends the Division continue to take initiatives to strengthen inter-branch linkages.

Recommendation 8
Strengthening collaboration among United Nations entities

The annual inter-agency meetings on public administration, finance and development should be made a more effective mechanism of collaboration among United Nations entities involved in the area of public administration by, inter alia, encouraging greater information-sharing and exploring additional areas of cooperation, based on the individual entities' mandates and expertise.

39. The Division has strengthened its collaboration with other United Nations entities in various ways. First, for greater substantive coordination within the United Nations system, the Division has involved additional agencies, such as UNDP, the United Nations Children's Fund, and the United Nations Human Settlements Programme (UN-Habitat) in the Institutional Partners Group; the Division was in charge of capacity-building during the biennial Global Forum on Reinventing Government.[15] During the Sixth Global Forum on Reinventing Government, the Group facilitated all the capacity development workshops under the leadership of the Division. With additional partners such as the United Nations Democracy Fund, the United Nations Office on Drugs and Crime and the World Bank, the Division is currently preparing more than 20 special meetings, sessions and workshops for the Seventh Global Forum on Reinventing Government scheduled to be held in Vienna in June 2007.

40. Also, in its role as chair of the Governance and Institution-Building Cluster of the Executive Committee on Economic and Social Affairs, the Division regularly convenes coordination meetings to streamline the activities of task force members as well as to avoid duplication. In this context, the Division carried out a constructive exercise in the context of the preparation of the proposed programme budget for the biennium 2006-2007: as coordinator of the Cluster, the Division facilitated consultations with other members of the cluster concerning the coordination of activities to be included in the proposed programme budget.

[15] Additional members of the Institutional Partners Group were, among other, international institutions and organizations such as Transparency International, the Organization for Economic Cooperation and Development, the World Bank Group, the Ash Institute for Democratic Governance and Innovation of the Kennedy School of Government at Harvard University, etc. as well as several institutions from the Republic of Korea, such as the Ministry of Government Administration and Home Affairs, the Board of Audit and Inspection and the Korea Institute of Public Administration.

41. The Division has also become involved on a regular basis in several other inter-agency mechanisms, such as the Framework Team on Coordination for Prevention and the Permanent Forum on Indigenous Issues. In January 2006, the meeting of the International Group for Anti-Corruption Coordination was hosted jointly by the Division and UNDP. Several additional examples of specific cooperation between the Division and other United Nations entities have been noted, for example, with UNDP country offices in the context of the Global Forum on Reinventing Government. Further, the Division was strongly engaged in setting up the Ethics Office within the Department of Management.[16] In 2006, for example, one staff member of the Division was seconded to the Ethics Office for almost 10 months. There are also examples of collaboration between the Division and the Department of Peacekeeping Operations, such as the preparation of a recent mission of the Department to Haiti.

42. OIOS considers this recommendation implemented.

III. Conclusion

43. In the past three years, the Division has taken steps to implement the OIOS recommendations. The flagship products and services of the Division, such as UNPAN, the United Nations Public Service Awards, the *World Public Sector Report* and the Global Forum on Reinventing Government, have all been strengthened. The Division has fostered partnerships with other United Nations entities as well as with numerous external organizations and research institutions worldwide. The rationalization of its scope and focus has also allowed the Division to tackle new and emerging issues in public administration. The Division has initiated cross-functional and cross-thematic cooperation between its branches in order to reduce duplications and to strengthen the comparative advantages and synergies of the Division. Important steps have also been taken for anchoring a methodology for identifying best practices. With the enhancement of UNPAN, the web portal managed by the Division, the Division has become an important Internet source for information on public administration worldwide, as many reference materials of the Division and its partners are regularly uploaded and are available free of charge.

44. Public finance management matters are addressed under new perspectives that are closely linked to public administration and citizen participation. This has opened new working fields and opportunities of collaboration with civil society, as well as with specific public institutions. However, consideration should be given to the allocation of adequate resources to the Financing for Development Office, whose work scope has been widened to include the provision of advisory services on operational activities in the field of both international and national tax administration (see paras. 9-11).

(*Signed*) Inga-Britt **Ahlenius**
Under-Secretary-General for Internal Oversight Services

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[16] The Office was later transferred to the Executive Office of the Secretary-General.

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Coordination questions: New Partnership for Africa's Development

United Nations system support for the New Partnership for Africa's Development

Report of the Secretary-General

Summary

The present report provides an overview of activities undertaken by the United Nations system since May 2006 in support of the New Partnership for Africa's Development. This overview is prepared according to the nine clusters established under the regional consultation mechanism of the United Nations agencies working in Africa convened by the Economic Commission for Africa. These clusters correspond broadly to the priorities of the New Partnership.

The report shows how entities of the United Nations system are increasingly mainstreaming their strategies in support of the New Partnership in an integrated fashion, and making efforts to coordinate their activities at the country level with those undertaken at the subregional and regional levels.

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I. Introduction

1. The present report has been prepared in accordance with General Assembly resolution 60/57, by which the Assembly, at the recommendation of the Committee for Programme and Coordination, requested the Secretary-General to report to the Committee at its forty-sixth session, and annually thereafter, on support by the United Nations system for the implementation of the New Partnership for Africa's Development (NEPAD). By its resolution 61/229, the Assembly requested the United Nations system to continue to provide assistance to the African Union (AU) and the NEPAD secretariat and to African countries in developing projects and programmes within the scope of NEPAD, and requested the Secretary-General to promote greater coherence in the work of the United Nations system in support of the New Partnership, on the basis of the agreed clusters.

II. Support for the implementation of the New Partnership for Africa's Development

2. The report details the activities that the United Nations system has undertaken in support of NEPAD since May 2006, drawing on inputs received from the individual entities. It is organized around the thematic clusters adopted by the United Nations agencies working in Africa, broadly corresponding to the priorities of NEPAD. Two additional thematic clusters were created at the seventh regional consultation meeting of United Nations agencies, convened in Addis Ababa in November 2006 (see para. 70 below).

A. Infrastructure development

3. The infrastructure cluster comprises four sub-clusters: transport; information and communications technologies; energy; and water and sanitation.

4. The World Bank's financial support to NEPAD includes lending for specific regional projects. Regional projects approved by the Bank since May 2006 include the West and Central Africa air transport safety project, the Senegal River Basin multi-purpose water development project, and two projects in support of the West Africa Power Pool. The Bank is developing a number of projects in transport, trade, energy, water, telecommunications, financial sector and agriculture for the next two years (estimated at $1.12 billion), including projects supporting the implementation of the infrastructure short-term action plan priorities, the implementation of the Comprehensive African Agricultural Development Programme (CAADP) in West Africa, and the management of water resources in the Niger River Basin.

5. The Economic Commission for Africa (ECA) plays an active role in the transport sector by facilitating capacity-building for regional economic communities and scaling up implementation of infrastructure projects. Priority projects include Comtel, the Nile Basin Initiative and strengthening of the Stakeholders Association for Trade Facilitation. ECA has also focused on improving the efficiency of the transport corridors by removing physical and non-physical barriers and introducing the concept of one-stop border posts. ECA provided technical assistance to the regional economic communities and the African Union (AU) Commission in the organization of the first Conference of African Ministers Responsible for Railway

Transportation (Brazzaville, April 2006) and the ministerial round table and two high-level seminars on infrastructure development and regional integration (Burkina Faso, May 2006). The programme is aimed at sustainable provision of integrated transport and other infrastructure systems that are linked to potential economic nodes in a country or subregion.

6. The International Maritime Organization (IMO) organized two subregional seminars on maritime safety and facilitation of maritime traffic, in Nigeria (May 2006) and Benin (July 2006). Technical assistance and advisory missions on the updating of merchant shipping acts and regulations were fielded to Guinea-Bissau, Madagascar, the Sudan and Uganda. IMO evaluated infrastructure requirements in a number of countries to assist them in the establishment of international search and rescue procedures. Furthermore, IMO sent needs assessment missions to Côte d'Ivoire and Liberia in September 2006 to consider the establishment of a maritime rescue coordinating centre and a maritime rescue sub-centre in Western and Central Africa.

7. The International Civil Aviation Organization (ICAO) has been providing support in the area of aviation safety through various technical cooperation projects, including the Cooperative Development of Operational Safety and Continuing Airworthiness Programme, a capacity-building programme in aviation safety oversight. Two projects in West Africa are fully operational, and another in Central Africa will be operational in 2007. Nine aviation security audits of African States were conducted under the ICAO Universal Security Audit Programme during this reporting period.

8. The International Telecommunication Union (ITU) provided marketing support for the NEPAD "e-Schools" initiative as well as fellowships for country liaison persons to meet with partners and funds to cover the costs of experts involved in the in-country launches. ITU also assisted the e-Africa Commission in developing a framework for teacher training in information and communications technology. ITU, ECA and the United Nations Conference on Trade and Development (UNCTAD) jointly organized a regional workshop on indicators in Ethiopia in March 2007. ECA coordinated the finalization of the African Regional Action Plan on the Knowledge Economy. The Action Plan, adopted by African information and communications technology ministers, is considered as Africa's road map on information and communications technology up to 2015. ECA also provided support to regional economic communities in developing their subregional information and communications technology policies.

9. The International Atomic Energy Agency (IAEA) continues to strengthen the capacity of its members to manage the development of their energy sector, focusing on promoting sustainable use of natural resources and increasing access to affordable energy. A project in energy assessment has been launched under the African Regional Cooperative Agreement for Research, Development and Training related to Nuclear Science and Technology (AFRA). Project activities will be implemented by IAEA in partnership with the NEPAD secretariat, the African Energy Commission and the United Nations Industrial Development Organization (UNIDO). The project aims to support AFRA members in elaborating national energy strategies and strengthening institutional capability for energy planning.

10. In the framework of UN-Energy/Africa, ECA and IAEA conducted a regional workshop in Ethiopia in December 2006 on integrated resource planning for

energy/electricity in Africa. The objective of the workshop was to build the capacity of energy planners to effectively use integrated resource planning for mainstreaming sustainable development in the planning of investments in the electricity supply industry at the regional and national levels.

11. Integrated water resource management plans at river basin levels are being developed with the support of ECA and financial assistance from the African Development Bank (ADB) and the European Union Water Initiative. ECA is also enhancing the capacity of members to develop and manage water resources by promoting the implementation of Africa Water Vision 2025. ECA provided assistance to Member States, regional economic communities and river basin organizations on integrated river basin and watershed management strategies and plans.

12. IAEA has helped many African countries to measure their ground and surface water resources and develop national strategies for managing these resources. A project of the United Nations Development Programme (UNDP) for the formulation of an action programme for the integrated management of the shared Nubian aquifer was launched in July 2006 with IAEA as its executing agency. The Global Environment Facility is providing $975,000 to support a study of the Nubian sandstone aquifer system in north-eastern Africa (Chad, Egypt, the Libyan Arab Jamahiriya and the Sudan) which will clarify transboundary issues and identify potential solutions for improved management of the aquifer.

B. Governance

13. The governance cluster agencies have given priority to strengthening public administration systems and promoting the African Peer Review Mechanism.

14. UNDP provides technical support to the African Peer Review Panel and the secretariat. UNDP participated in the launching of the Mechanism in Algeria, Lesotho, Mozambique and South Africa, and contributed to the preparation of country background and issues papers. Furthermore, UNDP has been supporting a number of countries in their national self-assessment processes by providing institutional support to the focal points and setting up national structures to oversee the process.

15. UNDP, in collaboration with ADB and ECA, has organized a consultative meeting in Tunisia in March 2007 to discuss how to support the implementation of the programme of action of Ghana, Rwanda and Kenya, which have completed the African peer review process. In accordance with the mandate given to it by the African Peer Review Forum, UNDP has set up a trust fund to support the implementation of the Mechanism. As of February 2007, contributions had been received from Algeria, Lesotho, Malawi, Senegal, Canada and the United Kingdom of Great Britain and Northern Ireland.

16. ECA contributed to the successful launching of African peer review processes at country level; helped to fill the capacity gaps at the secretariat; provided critical expertise in the areas of political and economic governance; and identified critical lessons learned at both the institutional and process levels. Under the "Monitoring progress towards good governance in Africa" project, ECA undertook a study to assess the state of governance in 28 countries. The second phase, launched in 2006,

brought 12 more countries into the study. The quantitative and qualitative method designed by ECA to collect governance data serves as a useful reference and valuable input for the development of the African peer review assessment tools.

17. The Department of Economic and Social Affairs of the Secretariat, in collaboration with African parliaments and ministers, the Africa Association for Public Administration and Management and the AU Commission, has been supporting the implementation of the Governance and Public Administration Programme of NEPAD. The Department and the Pan-African Parliament are working together on strengthening parliamentary information systems. A conference on participatory development planning and budgeting was held in Lesotho in August 2006 to build leadership capacity.

C. Peace and security

18. The members of the sub-cluster on humanitarian response and post-conflict recovery chaired by the Office of the United Nations High Commissioner for Refugees (UNHCR), contributed to the finalization of the comprehensive AU policy on post-conflict reconstruction and development adopted during the seventh AU Summit, held in Banjul from 25 June to 2 July 2006. Following the adoption of the policy, members of the sub-cluster participated in consultations on a strategy for its implementation.

19. UNHCR has compiled preliminary assessment reports on the status of post-conflict reconstruction and development in Angola, Burundi, the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Liberia, Sierra Leone and the Sudan. Reports on the situation in Chad and Uganda are expected to be completed by April 2007. Final reports will be shared with a wide range of stakeholders to facilitate the planning and implementation of further recovery, reconstruction and development initiatives.

20. The Office of the Special Adviser on Africa convened expert group meetings and initiated an advocacy strategy to draw attention to key issues affecting peace and security. In particular, the Office organized a meeting in Egypt in June 2006 to address the vital issue of improving natural resource management in post-conflict countries to promote durable peace and development. The Office also convened a meeting in Namibia in November 2006 which highlighted the positive role youth can play in peacebuilding, conflict prevention and sustainable development.

21. The United Nations Children's Fund (UNICEF) helped in 2006 to demobilize and reintegrate thousands of children in Burundi, Côte d'Ivoire, the Sudan and other countries. In Liberia, 92 per cent of some 10,000 demobilized children were supported through skills training, enrolment in formal education and other means.

22. The United Nations Development Fund for Women (UNIFEM) continues to support the participation of women in peace negotiations and reconstruction processes. UNIFEM supported the participation of women's organizations in needs assessments in Somalia, and partnered with the Intergovernmental Authority on Development (IGAD) to bring together over 40 gender experts at a meeting to elaborate key priorities for gender in the post-conflict reconstruction agenda. As a result, IGAD ministers of gender adopted a declaration on the importance of including women in the joint needs assessment processes. Moreover, sustained

support by UNIFEM to gender mainstreaming at the International Conference on Peace, Security, Democracy and Development for the Great Lakes Region (Dar es Salaam, November 2004) has led to the endorsement of two model pieces of legislation that protect women from sexual and gender-based violence and ensure the property rights of returning women refugees.

23. In response to the NEPAD emphasis on maritime security, IMO provided technical assistance on maritime and port security to a number of countries. A needs assessment mission on maritime security took place in Equatorial Guinea in August 2006, followed by a national train-the-trainer workshop. Advisory missions were sent to Senegal and Côte d'Ivoire to assess the feasibility of a coast guard system in West and Central Africa, followed by a subregional workshop on the implementation of special measures to enhance maritime security for countries of Eastern and Southern Africa (February 2007). A forum on the establishment of an integrated subregional coast guard function network for West and Central African countries was jointly organized by IMO and the Maritime Organization of West and Central Africa in Senegal in October 2006.

D. Agriculture, food security and rural development

24. The primary objective of this cluster is to support the efforts to increase food security and agricultural development.

25. The Food and Agriculture Organization of the United Nations (FAO) cooperated closely with ECA, the International Fund for Agricultural Development (IFAD) and the World Food Programme (WFP) in the preparation of the AU/NEPAD Food Security Summit (Nigeria, December 2006). The Summit led to renewed commitment by countries to the CAADP agenda, as well as strengthened inter-agency collaboration, particularly between FAO, ADB, IFAD and WFP. WFP, FAO, IFAD and the NEPAD secretariat also assisted the AU Commission in preparing a report on the status of food security, which was presented to and endorsed by the seventh AU Summit. FAO provided assistance in the formulation and finalization of national medium-term investment programmes and bankable investment project profiles in order to accelerate CAADP implementation at the country level. As of January 2007, the process had been completed in 51 countries, resulting in the preparation of about 200 bankable investment project profiles with an investment portfolio of about $10 billion. FAO and AU meetings of African experts and ministers for agriculture held in November 2006 in Gabon discussed measures to accelerate CAADP implementation.

26. WFP support focused on two priority areas: boosting agricultural production through purchasing and using local home-grown food to support school feeding and health programmes (the NEPAD home-grown school feeding initiative); and promoting food and nutrition security through trade in staple foods and enhancing resilience in food crises through establishing reliable national and regional food-reserve systems. Of the 10 countries selected by NEPAD to implement the initiative on a pilot basis, Nigeria, Uganda and Ghana have developed project proposals with technical support from WFP. In 2006, WFP continued, through technical support missions, to provide assistance to Nigeria. A memorandum of understanding with the National Ghana School Feeding Programme is under preparation to allow for joint targeting and harmonization of strategies, inputs and monitoring. In Ethiopia,

Mali, Senegal and Uganda, WFP promotes local food production through substantial annual procurement of cereals and pulses for WFP-assisted school feeding and other programmes.

27. In 2006, IFAD financed 14 programmes in Africa to the tune of $224 million and provided grants of about $4 million. In June 2006, IFAD, the Rockefeller Foundation and the International Fertilizer Development Centre provided technical expertise and financial support for the organization of the Africa Fertilizer Summit in Nigeria. IFAD is also expected to participate in developing and financing actions that respond to the Abuja Declaration on Fertilizer for an African Green Revolution. IFAD continues to support capacity-building for NEPAD stakeholders at the local, national and regional levels. Building on its work with farmers' organizations, in 2006 IFAD established the Farmers' Forum, a global process of consultation on rural development and poverty reduction that starts at the grass-roots level.

28. IFAD plays a key role in the New Rice for Africa initiative, the dissemination of processing technologies and the development of regional markets for cassava. IFAD has mobilized funding of $1.3 million from Italy for a three-year programme to catalyse the impact of the Fund's cassava investment portfolio of about $106 million by scaling up innovations and good practices. In the area of agro-processing, activities implemented by UNIDO in 2006 covered Cameroon, Equatorial Guinea, Ethiopia, Ghana, Nigeria and the United Republic of Tanzania. The emphasis was on improving the productivity, competitiveness and income-generating potential of agro-industries.

29. The World Intellectual Property Organization (WIPO) continued to implement the pilot project for the promotion and protection of geographical indications in Burkina Faso, Cameroon, Côte d'Ivoire and Guinea. The objectives of the project are the commercialization of traditional agricultural produce; promotion of produce through better marketing and branding; development of professional interest groups; and the promotion of investment in the promotion and commercialization of produce with added value as a result of intellectual property protection.

E. Industry, trade and market access

30. This new thematic cluster, created in November 2006 and convened by UNIDO, supports efforts to strengthen productive capacities and improve Africa's access to foreign markets.

31. UNIDO continued its technical assistance programmes through the African Productive Capacity Initiative, which aims to increase manufacturing value added in selected industrial sectors identified in all five subregions. In December 2006, expert group meetings were convened in South Africa and Cameroon under the auspices of UNIDO, NEPAD, the AU Commission and ECA to facilitate regional integration and to identify a strategy for improving industrial performance among members of the Southern African Development Community (SADC) and the Central African Economic and Monetary Community.

32. In 2006, some 37 per cent of the trade-related technical assistance activities of the World Trade Organization were aimed at Africa. ECA helped countries to prepare for the WTO ministerial conferences and organized workshops and brainstorming sessions that brought together experts and negotiators to build

common positions and strengthen the negotiating position of African countries. ECA has also provided an African perspective in several short-term trade policy courses for African countries organized by WTO and ADB.

33. UNCTAD provided technical support for the development of the New Asian-African Strategic Partnership and the creation of the Global Network of Export-Import Banks and Development Finance Institutions, which involves several African national and regional financial institutions. Advisory services were provided to countries through the WTO Aid for Trade Initiative. UNCTAD also provided assistance to members of the Southern African Customs Union in their negotiations with the European Free Trade Area, and to SADC for institutional and capacity-building on services trade. As part of the Economic Partnership Agreements negotiations between African, Caribbean and Pacific countries and the European Union, UNCTAD provided technical inputs to several meetings.

34. Under the Joint Integrated Technical Assistance Programme, UNCTAD organized various activities to strengthen the institutional, human and entrepreneurial capacities in Botswana, Cameroon, Malawi, Mali, Mauritania, Mozambique, Senegal and Zambia, to enable those countries to implement and take advantage of WTO agreements and to play a proactive role in the Doha Round of negotiations. To promote export diversification, projects to assist exporters in complying with sanitary and phytosanitary requirements and private sector standards were implemented in Guinea, Mozambique, and the United Republic of Tanzania. UNCTAD completed investment policy reviews for Rwanda, Morocco and Zambia. In 2006, Algeria, Botswana, Egypt, Kenya, Lesotho, Morocco, Nigeria, Rwanda and Uganda received follow-up assistance aimed at implementing the recommendations of their reviews. UNCTAD provided advisory services on investment promotion and good governance to Mali, Ethiopia, Djibouti and Botswana.

35. UNCTAD is contributing to private sector development through the Empretec programme, a major integrated capacity-building programme designed to create sustainable structures that promote a dynamic private sector and entrepreneurial skills. Currently there are 13 operational Empretec enterprise centres in Africa (Angola, Benin, Botswana, Ethiopia, Ghana, Mauritius, Morocco, Mozambique, Nigeria, Senegal, South Africa, Uganda and Zimbabwe). In 2006, African Empretec representatives launched a regional networking initiative, the Empretec Africa Forum. UNIDO has continued to place emphasis on improving the competitiveness of small-scale industries, focusing on efficient business licensing practices, private sector-led business advisory services, the application of information and communications technology and technical training of youth and women.

F. Environment, population and urbanization

36. The work of this cluster is concentrated on promoting sustainable development policies in Africa, with a particular focus on supporting the implementation of the NEPAD Action Plan for the Environment initiative. The United Nations Environment Programme (UNEP) has been working closely with subregional organizations to support finalizing of the subregional action plans, which are awaiting adoption by the subregions. UNEP is also helping Cameroon, Ethiopia,

Ghana, Libya and Mozambique to develop their national action plans and launch selected projects and programmes.

37. As the secretariat of the African Ministerial Conference on the Environment, UNEP supports the implementation of its decisions and work programme. The eleventh regular session of the Conference was organized by UNEP in May 2006 in the Congo, in collaboration with the African Union. The objective of the meeting was to provide a platform for environment ministers to review and give guidance on enhancing the implementation of the Action Plan for the Environment initiative, and to reflect on the management of emerging environmental initiatives. Moreover, progress has been made with respect to the establishment of the proposed African Environment Facility.

38. In reflection of the importance of post-conflict management, UNEP has been involved in the process of the International Conference on the Great Lakes Region by supporting the mainstreaming of environmental issues in the protocols and programmes of action and undertaking environmental assessments in Liberia, Somalia and the Sudan. UNEP also continued to support the implementation of the African 10-Year Framework Programme on Sustainable Consumption and Production in the context of the Johannesburg Plan of Implementation and the Action Plan for the Environment initiative. This initiative has supported the organization of national and subregional round tables on sustainable consumption and production. The launch of the Framework Programme took place in May 2006 in Ethiopia.

39. In order to prepare countries to cope with safer shipping and cleaner environment standards, IMO has assisted a number of flag States through training courses on marine pollution prevention and protection of the marine environment. In 2006, assistance was given to Sierra Leone to prepare national oil spill contingency plans. A regional workshop was organized in Gabon in April 2006 on oil spill preparedness, response and cooperation for West and Central Africa. A regional workshop on oil spill contingency plans was held in Kenya in November 2006. With respect to environmental sustainability, UNIDO is implementing a project to combat the depletion of living resources and coastal area degradation in the Guinea Current Large Marine Ecosystem, as well as a capacity-building project for the implementation of integrated coastal management in Africa.

40. The United Nations Population Fund (UNFPA) helped the AU Commission to produce the second report on the state of the African Population (2006). Financial support was provided to the NEPAD secretariat to assist it in strengthening the capacity of its advisers in the management of gender issues, mainstreaming reproductive health and HIV/AIDS across all sectors and developing monitoring and evaluation indicators for the African Peer Review Mechanism. UNFPA also supported the development of subregional strategies of reproductive and sexual health for SADC and IGAD.

41. The United Nations Human Settlements Programme (UN-Habitat) continues to carry out technical cooperation and development activities, focusing on urban development and improvement of housing, support to good local governance and urban security, slum upgrading, training and capacity-building for effective shelter delivery and decentralization and strengthening of local authorities. The Programme coordinates the organization of the African Ministerial Conference on Housing and Urban Development. The Conference session held in Kenya in April 2006 to

consider strategies for the realization of the millennium review summit commitment on slums demonstrated increased political will to address the slum challenge as one of the world's greatest shelter problems.

42. The NEPAD Cities Programme is a major component of UN-Habitat support for NEPAD. The report of the first phase of the Programme was launched at the third session of the World Urban Forum, held in Canada in June 2006, where participants recommended strengthening the linkages between normative and operational aspects. A follow-up session of the Programme was organized in September 2006 in Nairobi, in conjunction with the fourth Africities Summit, to market the concept of a "NEPAD City", conceived as an African city that is fit to deliver on the Millennium Development Goals.

43. The second phase will focus on speeding up the process of ownership at the local level; promoting the NEPAD Cities as engines of growth and as tools for regional integration; sensitizing local authorities and communities to the relevance of NEPAD objectives to Africa's development; and enhancing the capacity of local authorities to assist Governments in addressing NEPAD objectives and managing the delivery of basic services. As the second phase is still not funded, UN-Habitat has approached various partners to pave the way for joint fund-raising activities for the benefit of the Programme.

G. Human resources development, employment and HIV/AIDS

44. The work under this thematic cluster covers three broad areas: education, employment and health, including HIV/AIDS.

45. After making substantial contributions to the finalization of the action plan of the Second Decade of Education for Africa, the United Nations Educational, Scientific and Cultural Organization (UNESCO) participated in the working groups corresponding to the Decade's areas of focus: gender and culture; education management information systems; teacher development, education and training; tertiary education; technical and vocational education and training; curriculum and teaching and learning materials; and quality management. The plan of action was adopted by the AU Conference of Ministers of Education in Mozambique in September 2006.

46. Three important Education for All initiatives continue to be implemented during the biennium 2006-2007: the literacy initiative for empowerment; the teacher training initiative in sub-Saharan Africa; and the global initiative on education and HIV/AIDS. The literacy initiative is a programme of action targeting countries with low literacy rates and high populations which have initiated literacy skills initiatives within the framework of the United Nations Literacy Decade.

47. The United Nations University finalized a project proposal for the creation of an innovative centre on education support, a joint initiative proposed by Japan. The proposed centre aims to strengthen African higher education to better contribute to the achievement of the Millennium Development Goals. More detailed proposals will be discussed at a conference to be organized in June 2007 to bring together representatives of African universities and institutions of higher education.

48. The UNCTAD Virtual Institute, in cooperation with the University of Dar es Salaam, organized a professional development workshop for university teachers and

researchers on the economics of commodities production and trade. In cooperation with ECA, a workshop on the management of mineral wealth was held in Mozambique. The package was field tested in 2006 in regional workshops in the United Republic of Tanzania and Senegal with 50 economics professors who will teach the course.

49. The International Labour Organization (ILO) is focusing on integrating employment as a key objective in NEPAD and showing how employment promotion, social protection and poverty reduction can be approached in an integrated and mutually reinforcing manner.

50. In response to the NEPAD emphasis on the central role of the private sector in contributing to economic growth and job creation in Africa, the Office of the Special Adviser on Africa undertook a study on the contribution of the private sector to the implementation of NEPAD, which was presented in October 2006. The study proposes several measures for better engagement of the private sector, including creating effective and innovative partnerships, strengthening the capabilities of Governments and regional economic communities to broker partnerships with the private sector, and providing long-term capital to fund key NEPAD projects. The Office has recently initiated a follow-up study on the private sector's institutional response to NEPAD.

51. The International Organization for Migration (IOM) supported African countries and regional organizations in preparations for the High-Level Dialogue on International Migration and Development held in September 2006 in New York. In this context, a workshop on migration, development and poverty reduction was convened in partnership with the African Capacity Building Foundation (Senegal, August 2006). IOM also contributed to the development of the Migration Policy Framework for Africa. This Framework document will guide the African Union, its member States, NEPAD and regional economic communities in developing migration policies. Furthermore, IOM provided technical support to the expert and ministerial meetings organized in 2006 by the AU Commission to develop an African common position on migration and development.

52. In response to the increased levels of emigration of health-care providers, IOM has strengthened its activities. IOM, in collaboration with the World Health Organization (WHO) and ILO, prepared a report on strengthening political support for health workforce development to tackle HIV/AIDS, tuberculosis and malaria in Africa. A technical consultation on the report, held in March 2007, developed recommendations to be presented during the AU health ministers' meeting in April 2007, where migration of health personnel will be among the themes to be addressed. Furthermore, in October 2006, IOM initiated a dialogue on the role of diaspora in the reconstruction of the health sector in the Democratic Republic of the Congo.

53. The continental consultative meeting on universal access to HIV prevention, treatment, care and support, organized by the African Union with technical and financial assistance from the Joint United Nations Programme on HIV/AIDS (UNAIDS) and WHO in March 2006, adopted the Brazzaville Commitment, which set the direction for HIV and AIDS policy and defined the universal access targets for Africa until 2010. During the summit on AIDS, tuberculosis and malaria organized in May 2006 in Nigeria with technical support from UNAIDS,

Governments adopted the Abuja Call for Accelerated Action Towards Universal Access to HIV and AIDS, Tuberculosis and Malaria Services in Africa.

54. Furthermore, UNAIDS assisted the African Union in developing the strategic framework and action plan for AIDS Watch Africa, an initiative launched by eight Governments as an advocacy platform and a tool for monitoring the response to the AIDS pandemic and for mobilizing resources within and outside Africa, which was endorsed by the seventh AU Summit. UNAIDS further supported the African Union in organizing two meetings of advisers on HIV and AIDS to AIDS Watch Africa heads of State and Government (in September 2006 and February 2007) to facilitate the consolidation and implementation of their workplans. As part of the effort to forge a closer and more focused working relationship, the African Union, UNAIDS and its co-sponsors and ECA organized in November 2006 an inter-agency meeting on coordination and harmonization of AIDS, tuberculosis and malaria strategies, which clearly spelled out the way forward for improving cooperation between the African Union, the NEPAD secretariat and other organizations.

55. UNIFEM supported an organization based in South Africa to pilot a unique arts-based project from June to August 2006, which engaged the community in dialogue around sociocultural issues that have an impact on women disproportionately affected by HIV and AIDS. In Zimbabwe, in response to the recommendations of the Secretary-General's Task Force on Women, Girls and HIV/AIDS in Southern Africa, UNIFEM provided complimentary funding and technical support to engender national responses to HIV and AIDS by supporting national AIDS councils' gender audits and gender mainstreaming training.

56. In the area of communicable diseases, IAEA contributed to the upgrading of laboratory facilities and strengthening of molecular capacity in Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Madagascar, Mali, Nigeria, South Africa, the Sudan, Uganda, the United Republic of Tanzania and Zambia. The isotope-aided molecular techniques acquired were central to the description and control of outbreaks of multi-drug-resistant tuberculosis. IAEA is also involved in the global effort to tackle the HIV/AIDS pandemic. In collaboration with WHO and the African AIDS Vaccine Programme, IAEA provided support to Cameroon, Ethiopia, Kenya, South Africa and Uganda, who are collaborating in an effort to incorporate nuclear techniques for the purposes of vaccine development, to assess immune responses in infected individuals and to monitor the emergence of drug resistance.

57. In regard to tuberculosis, WHO support has focused on increasing access to and improving the quality of directly observed treatment, short course services, collaborative TB/HIV activities and public-private partnerships. As of December 2006, WHO had supported the adoption and implementation of the directly observed treatment strategy in all countries in the region.

58. The immediate focus of UNICEF is on capacity-building at country, regional and global levels to support countries to achieve Millennium Development Goals relating to children's and maternal health. UNICEF, WHO, and the World Bank have developed a joint strategic framework for reaching the Millennium Development Goals on child survival in Africa, to be submitted for approval by the African Union in 2007. The framework aims to scale up a limited number of high-impact and low-cost interventions that could lead to a 60 per cent reduction in under-five mortality.

H. Science and technology

59. The work of this cluster focuses on supporting efforts to build and strengthen Africa's scientific and technological capacity.

60. UNESCO supported the NEPAD secretariat and the African Union in organizing several meetings in preparation for the eighth AU Summit, devoted to the theme of science, technology and scientific research for development. These included the meeting of the AU/NEPAD High-Level Panel on Modern Biotechnology (July 2006); the High-Level Panel on Centres of Excellence (August 2006); the first meeting of the Inter-Governmental Committee on Science, Technology and Innovation Indicators (September 2006); the inter-ministerial dialogue on building an African network of centres of excellence in water sciences and technology (October 2006); the First Congress of African Scientists and Policymakers (October 2006); and the extraordinary session of the African ministers of science and technology (November 2006).

61. Through its Learning, Innovation and Knowledge Network, which is currently operating out of three subregional hubs in Eastern and West Africa, the Maastricht Economic Research Institute on Innovation and Technology of the United Nations University is exploring ways of mainstreaming the innovation systems approach within science and technology policymaking processes.

62. The World Intellectual Property Organization (WIPO) assists countries in building national capacities to take full advantage of intellectual property systems and to use intellectual property as a strategic tool for economic growth and national development. Assessments of intellectual property systems have been completed in Burundi, Cameroon, the Central African Republic, Chad, the Congo, Ethiopia, Gabon, Kenya, Nigeria, Uganda and Zambia. The outcome of those assessments has been instrumental in the development of national intellectual property strategies.

63. IAEA helps countries to develop technical, managerial and institutional capacities in regard to applications of nuclear science and radiation and isotope technologies. With active support from IAEA, a high-level regional conference on the contribution of nuclear energy to peace and sustainable development was organized in January 2007 in Algeria. The conference participants adopted two policy documents, a declaration and a plan of action, which they submitted to the AU Summit held in January 2007. The participants reaffirmed Africa's strategic choice for the exclusively peaceful use of the atom and urged countries to further strengthen cooperation in the peaceful uses of nuclear energy and technologies.

64. Within the framework of the inter-agency partnership on biotechnology for Africa's development, ECA, in partnership with UNIDO, UNESCO, WHO and UNEP, organized a biosafety workshop for West African countries in Accra. The workshop increased the countries' familiarity with biosafety ethics and the development and implementation of legal frameworks and guidelines needed for the safe development, transfer and application of modern biotechnology in the subregion.

I. Communication, advocacy and outreach

65. The primary objective of this cluster is to promote global advocacy and international support for NEPAD. The seventh regional consultation meeting of the United Nations agencies, held in Ethiopia in November 2006, highlighted the need to strengthen the advocacy and communications campaign in support of NEPAD. Members of the advocacy cluster are expected to meet in April 2007 in Ghana at the margins of a workshop on coordinating communications on NEPAD and development, organized by the NEPAD secretariat to improve coherence and jointly develop clear messages and projects.

66. The Office of the Special Adviser on Africa, as the convener of the advocacy cluster, is tasked with coordinating global advocacy in support of NEPAD and acting as its focal point at United Nations Headquarters. In line with the priorities established by NEPAD, the Office has updated its advocacy and communications strategy to develop messages at the global level. The Office will engage in a series of "in-house", inter-agency and global activities to build support among Governments, the donor community, civil society and international organizations for Africa's development. The campaign involves the expansion of appropriate advocacy content on the website, the development of other advocacy tools such as publications, exhibits and briefings, and cooperation with parliaments, universities and other global actors.

III. Policy issues in the implementation of the New Partnership for Africa's Development

A. Revitalization of the cluster system and enhanced United Nations-African Union cooperation

67. The past year has witnessed a renewed commitment by the United Nations system to provide coordinated support to NEPAD, as evidenced by the emergence of the 10-year capacity-building programme for the African Union and the revitalization of the cluster system.

68. Following wide-ranging consultations involving several entities of the United Nations system, the Secretary-General of the United Nations and the Chairperson of the AU Commission signed a declaration on enhancing United Nations-AU cooperation in November 2006. The declaration is the framework for the evolving 10-year capacity-building programme.

69. The seventh regional consultation meeting of United Nations agencies and organizations, held in Addis Ababa in November 2006, focused its discussions and recommendations on five key policy issues crucial to strengthening the United Nations system-wide support to the implementation of NEPAD. These include strengthening regional coordination and the cluster system; fostering coordination and integration of United Nations activities at the subregional level; improving United Nations relationships with continental and subregional organizations; monitoring the effectiveness of United Nations interventions in coordinating support to NEPAD; and enhancing capacity and mobilizing resources to implement recommendations and improve inter-agency collaboration to support NEPAD.

70. The meeting decided to create two new thematic clusters by splitting some of the existing ones. The governance, peace and security cluster was divided into a governance cluster and a peace and security cluster; the agriculture, trade and market access cluster was divided into an agriculture, food security and rural development cluster and an industry, trade and market access cluster. It was also agreed that clusters should undertake a clear and traceable alignment of programmes and resources with AU and NEPAD priorities.

71. In response to the demands of the new United Nations-AU cooperation framework, the regional consultation mechanism of United Nations agencies working in Africa was expanded to include the AU Commission. The meeting recommended that the United Nations system maintain regular consultations with the African Union through the Secretary-General or the Executive Secretary of ECA, acting in consultation with the United Nations agencies and organizations. Building on its lead role in coordinating support for NEPAD, ECA, at the request of the Secretary-General and the Chairperson of the AU Commission, will take concrete steps to assume its responsibility for coordinating the United Nations system's support for the African Union, and act as a strategic coordinator.

72. The meeting recognized the importance of developing a mechanism for subregional coordination of United Nations support for the African Union and NEPAD. It recommended that ECA should, in consultation with other agencies, the African Union and the NEPAD secretariat, coordinate discussions on the needs of the regional economic communities so as to facilitate a better alignment and targeting of United Nations support to the African Union and NEPAD priorities and vision at the subregional level. The participants emphasized the importance of monitoring and agreed that it should be based on what the United Nations system can contribute to the NEPAD priorities and to the vision and mission of the African Union. Each cluster was requested to develop a monitoring framework.

73. In order to enhance their cooperation, ECA and UNDP formed a strategic partnership in early 2007 to jointly leverage their resources to scale up capacity development. The priority areas of collaboration between the two institutions will include monitoring the progress made by Africa to achieve the Millennium Development Goals, fostering regional integration, promoting trade, rendering assistance to NEPAD and the African Peer Review Mechanism, and advancing governance.

B. Support for the mobilization of financial resources for the implementation of the New Partnership

74. While African Governments have the primary responsibility for mobilizing resources for the implementation of NEPAD, the United Nations system can support the process by undertaking advocacy for increased resource flows and providing direct financial support.

75. The International Monetary Fund (IMF) has continued to work with international partners to promote growth and poverty reduction. In addition to capacity-building and policy advice, IMF is providing direct financial support and debt relief, including through the Poverty Reduction Strategy Papers, the Poverty Reduction and Growth Facility and the Heavily Indebted Poor Countries Debt Initiative. As of January 2007, the Fund had granted 100 per cent debt relief to

16 African countries that had reached the Debt Initiative completion point (Benin, Burkina Faso, Cameroon, Ethiopia, Ghana, Madagascar, Malawi, Mali, Mozambique, Niger, Rwanda, Senegal, Sierra Leone, Uganda, United Republic of Tanzania and Zambia). Several African countries could qualify for similar debt relief once they reach the completion point.

76. In the light of the commitment by the international community to double its aid to Africa, the 2006 edition of the UNCTAD *Economic Development in Africa* series examined how the continent could translate the additional aid into significant reductions in poverty and lasting gains in economic welfare. The report suggests that new thinking is required to address the weaknesses of the current international aid system, including high transaction costs, lack of transparency, incoherence, unpredictability and excessive demand placed on weak institutions of recipients. The report argues for a new aid architecture with a much larger multilateral component, managed under different institutional arrangements, and coupled with the provision of much greater policy autonomy to recipients. Furthermore, the UNCTAD project on financial resource mobilization in Africa, 2006-2008, seeks to develop the capacity of countries to identify alternative sources of non-debt-creating external and domestic resources and to enhance the capacity of policymakers to utilize these resources effectively for poverty reduction within the context of the Millennium Development Goals and NEPAD.

77. In a joint effort with UNDP, UNCTAD published a report entitled *Asian Foreign Direct Investment in Africa: Towards a New Era of Cooperation among Developing Countries*, which examines various aspects of Asian investment in African economies with a view to improving understanding of the opportunities and constraints associated with such investment and the means for enhancing it. The report covers the case studies of Botswana, Ghana, Madagascar, Mozambique and the United Republic of Tanzania.

78. The African Productive Capacity Facility has been established as a financial mechanism to support the African Production Capacity Initiative. UNIDO has provided seed money to the Facility to start implementation. Cameroon and Nigeria contributed to the Facility and Egypt offered to provide technical expertise. UNIDO also facilitated the signing of a memorandum of understanding between the Islamic Development Bank and selected Western African countries in order to open credit facilities for specific sectors.

C. Advocacy, cross-cutting issues and institutional support

79. In addition to the activities of the communication, advocacy and outreach cluster, several United Nations agencies and departments have undertaken efforts to promote the NEPAD agenda and help advance Africa's development. UNDP, in partnership with the African Peer Review Panel, ECA, ADB and other partners, held the sixth African Governance Forum in May 2006 on the theme of implementing the African Peer Review Mechanism. The forum provided opportunity for experience sharing and widespread advocacy for the Mechanism, as a result of which many development partners have expressed keen interest to support the process.

80. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States provided support to the organization of the least developed countries' ministerial conference

held in Benin in June 2006. The conference focused on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, and provided an opportunity for African least developed countries to share best practices and lessons learned. The Office of the High Representative also embarked on major advocacy work and published reports that have direct relevance to Africa and the work of NEPAD, including reports on the empowerment of women, governance and poverty reduction in least developed countries. In response to a request from the General Assembly, informal interactive hearings with representatives of non-governmental organizations, civil society organizations and the private sector were conducted in June 2006 in preparation for the high-level meeting on the midterm review, held in September 2006.

81. With the support of the Office of the Special Adviser on Africa, the Secretary-General's Advisory Panel on International Support for NEPAD undertook consultation visits in 2006 to a number of Governments and institutions in African and donor countries and prepared its second report, entitled "From commitments to results: moving forward NEPAD implementation". The report emphasized that the major task ahead is to build on the current momentum by translating commitments made by the international community in support of Africa's development into concrete results. The Panel recommended that the United Nations develop an integrated framework for supporting the AU Commission, incorporating support for the NEPAD programme. In October 2006, the Office of the Special Adviser organized a panel discussion on possible means of overcoming the institutional challenges impeding the implementation of NEPAD.

82. Entities of the United Nations system have been supporting the efforts of countries in several important cross-cutting areas such as gender and the empowerment of women. The African Gender and Development Index, designed by ECA to measure relative gender equality in member States, has now been tested in 12 countries that have completed their national reports: Benin, Burkina Faso, Cameroon, Ethiopia, Egypt, Ghana,, Madagascar, Mozambique, South Africa, Tunisia, Uganda and the United Republic of Tanzania It is to be extended to 24 more countries by 2008. ECA is actively assisting countries to mainstream gender in various sectors through workshops, advisory services and its leadership and catalytic role in the implementation of the Beijing Platform for Action. ECA and the Department of Economic and Social Affairs have been collaborating to enhance the capacity of national machineries for the advancement of women in using information and communication technologies through the establishment of a regional electronic network. The Department has also supported African countries in the implementation of the Convention on the Elimination of All Forms of Discrimination against Women.

83. In the area of poverty reduction, ECA developed and implemented a project to support African countries in sharing their experiences and expertise in the preparation and implementation of poverty reduction strategies in line with the goals of NEPAD. To enable a large number of participants to take part in this event with minimal cost, knowledge sharing was facilitated using electronic media. Four electronic round tables were organized in 2006, covering the themes of ownership, leadership and accountability; economic growth and poverty reduction; capacity-building; and development of a new aid architecture. A total of 150 participants from 40 African countries, drawn from different government ministries and research

institutions, were on the discussion list. The 2006 Cairo plenary session on the second-generation poverty reduction strategies, organized by ECA in collaboration with the African Union and UNDP, emphasized that Africa's efforts to achieve the Millennium Development Goals would be hampered unless member States experienced increased per capita income growth through a combination of growth-inducing and population management measures; improved ownership, leadership and accountability in the formulation and execution of their national development strategies; and the application of integrated capacity-building strategies.

84. The African Union and subregional organizations are providing institutional support through secondment of staff, capacity-building and technical advice in specific areas. Within the framework of its programme on assessing regional integration in Africa, ECA has been assisting Governments, the African Union and the regional economic communities in building their technical and institutional capacities for implementing the objectives of NEPAD to achieve regional integration. While the second stage of the programme (2006) focused on the rationalization of the regional economic communities, the third stage (2007) will focus on the challenges of monetary integration and macroeconomic policy convergence.

D. Challenges and constraints

85. In some clusters, the United Nations system demonstrated only limited evidence of creating cross-sectoral synergies to promote a more comprehensive approach regarding the successive phases of planning and implementation.

86. The delay in the integration of the NEPAD secretariat into the AU Commission has prevented United Nations entities from providing coherent support to the AU Commission and NEPAD programmes, leading in some instances to the development of separate activities and funding for the two institutions.

IV. Conclusions and recommendations

87. Further strengthening of United Nations system support for the implementation of NEPAD is vital. In order to improve the effectiveness of the coordination of United Nations support within the regional consultation mechanism, both policy measures and urgent actions are needed. In particular, not only should the United Nations system hold consistent and regular meetings, but United Nations agencies should be represented by high-level officials during regional consultations.

88. As Africa's challenges require short, medium and long-term measures, senior-level meetings provide an opportunity to formulate and develop a concerted strategy for consolidating efforts to address the continent's imperative needs as well as longer-term structural issues. These meetings could also undertake a comprehensive assessment of the United Nations system's modalities of work in Africa.

89. All United Nations entities should establish a system-wide mechanism whereby each and every entity can share its field experience with others and benefit from the best coordination and collaboration practices. In particular, the United Nations system could gain from the efficient and coherent collaboration of various

agencies involved in developing programmes in agriculture, infrastructure and environment.

90. As various entities of the system aim at broadening and deepening their support to the continent, they are expected to strengthen their capacity in order to further enhance the efficiency of the delivery of support, coordination and collaboration with the AU Commission, the NEPAD secretariat and national Governments. To achieve this objective, the United Nations system should also scale up financial resources and allocate more funding to Africa-related programmes.